How to Provide 360 Degree Feedback

KWELA

LEADERSHIP & TALENT MANAGEMENT

Overview

- 360 feedback is feedback that is gathered from one's manager, peers, direct reports and potentially others

- You have received this document because one or more people in your organization has chosen you as a 360 feedback reviewer

- The purpose of this document is to show how to maximize the impact of your comments

Questionnaire

An online questionnaire will be sent to you comprising of:

- Rating-style questions (see next slide)
- 2 open-ended questions
  - What do you think are this person's greatest strengths?
  - What would you like to see this person do differently in order to improve the way they contribute to the organization?

Rating Questions

You will be asked to provide a rating on a number of behaviours.

Example:

Resolves issues by dealing constructively with conflict.

If you do not work closely enough with the person to be able to comment, please be sure to choose the last option (Not able to rate).

How to describe negative behaviours

1. Avoid labels & judgment – these are unhelpful and may stimulate defensiveness
2. *Focus on what you actually see / do not see,* but do not otherwise hold back

Examples:

Poor (Judgmental / destructive)	Good (Visible / constructive)
Susan lacks a sense of accountability	Susan does not complete her action items unless reminded and prompted multiple times
Bob is a poor listener	Bob tends to interrupt before he has heard what others have to say
John is in the wrong job	John spends his time on present details and makes little time to focus on the long term issues facing us

How to make suggestions

Suggestions are more useful than a mere description of current behaviour

Use the formula

- *Describe the behaviour* that you see / do not see
- *Explain impact* (this is the motivational part)
- Provide a concrete *suggestion*

Example (Poor)	Example (Constructive)
Susan should stop focusing on the negative.	Susan tends to let us know when we do something wrong, but not when we do something right. As a result morale is quite low. I'd like to see her give consistent recognition when things go well.

Is the feedback anonymous?

1. If you are the person's manager, your feedback is reported in a separate category and may not be anonymous
2. For all other responders, your feedback will be combined with others to maintain anonymity
3. Some people have a tendency to match comments to people, therefore it is important to use neutral, constructive language regardless of anonymity

Thank you